

# Designing for success : investigating design as a driver for innovation

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Propositions belonging to the dissertation entitled

## **Designing for Success**

Investigating Design as a Driver for Innovation

Nils Dülfer

1. Design is not just what it looks like and feels like, design is how it works. (~ Steve Jobs; in line with chapters 1, 2, 3, 4 and 5 of this dissertation)
2. The success of design goes beyond the willingness of an aesthete to pay a price premium for an object – it is driven by the design process which yields tangible or intangible outputs that can influence people, organizations and shareholder returns in many ways. (chapter 2 of this dissertation)
3. Managers who seek to improve innovation performances should enable design to transcend the organization by implementing the right firm factors. (chapter 3 of this dissertation)
4. Those who inhale the given, will breathe out the new. Observation, brainstorming and prototyping improve front end teamwork and innovation output quality. (chapter 4 of this dissertation)
5. Everyone designs who devises courses of action aimed at changing existing situations into preferred ones. (~ Herbert Simon)
6. In the current economic climate, where resources for innovation are scarce, design and other non-technological innovation drivers (...) become particularly relevant. They often are less capital intensive and have shorter pay-back periods than for example technological research, but still have the potential to drive competitiveness. (~ European Commission)
7. While the global population is increasing steadily, the earth's natural resources are declining fast. If we want to sustainably keep or even enhance the global level of economic prosperity, innovation needs to spread across all aspects of economic activity.
8. Those who own the most instruments are not necessarily the greatest musicians. Similarly, the amount of resources spent on research and development is not a sufficient measure for the innovativeness of a country or company – it depends on the usage.
9. Nobody can predict what the “next steam engine” will be, but managers and scientists can take action and develop the right environment to foster its creation.
10. The notion that life is finite is the strongest driver in order to create something which shall last longer. // Der Gedanke daran, dass das Leben endlich ist, ist der stärkste Treiber um etwas zu erschaffen, das länger Bestand haben soll.